Country Report - Directors

CEO Biographies - (Where more than one CEO is named the position was held by both during the latest year) :

| Company: | Sector: | Name: | Surname: | Gender | : Director Nationality | : Age at Latest Year End: |
|-------------------------------------|--------------------------------|------------------|------------|-----------|------------------------|---------------------------|
| African Bank Investments | Banking and Financial Services | Leonidas | Kirkinis | Male | South Africa | 54 |
| African Oxygen | Industrial | Brett | Kimber | Male | South Africa | 58 |
| African Oxygen | Industrial | Schalk | Venter | Male | 0 | 0 |
| African Oxygen | Industrial | Schalk | Venter | Male | 0 | 0 |
| African Oxygen | Industrial | Schalk | Venter | Male | 0 | 0 |
| AfroCentric Investments Corporation | | Dewald | Dempers | Male | South Africa | 1022 |
| AfroCentric Investments Corporation | | AV | van Buuren | | South Africa | 0 |
| Astral Foods | Food and Beverage | Christiaan Ernst | Schutte | Male | South Africa | 63 |
| Astral Foods | Food and Beverage | Christiaan Ernst | Schutte | Male | South Africa | 63 |
| Aveng | Construction | HJ (Kobus) | Verster | Male | South Africa | 57 |
| Aveng | Construction | HJ (Kobus) | Verster | Male | South Africa | 57 |
| Bidvest | Diversified Holdings | Brian | Joffe | Male | South Africa | 75 |
| Bidvest | Diversified Holdings | Lindsay P | Ralphs | Male | South Africa | 66 |
| Cargo Carriers | Transport | MJ | Bolton | Male | South Africa | 61 |
| Cargo Carriers | Transport | MJ | Bolton | Male | South Africa | 61 |
| Cargo Carriers | Transport | MJ | Bolton | Male | South Africa | 61 |
| Cargo Carriers | Transport | Lekau | Letsoalo | Male | South Africa | 0 |
| Cashbuild | Retail | WF | de Jager | Male | South Africa | 0 |
| Cashbuild | Retail | Hester Helena | Hickey | Female | South Africa | 69 |
| Cashbuild | Retail | WF | de Jager | Male | South Africa | 0 |
| Clover Industries | Food and Beverage | Johan Hendrik | Vorster | Male | South Africa | 54 |
| Clover Industries | Food and Beverage | Johan Hendrik | Vorster | Male | South Africa | 54 |
| Crookes Brothers | Food and Beverage | GS | Clarke | Male | South Africa | 0 |
| Crookes Brothers | Food and Beverage | GS | Clarke | Male | South Africa | 0 |
| Distell | Food and Beverage | Richard | Rushton | Male | South Africa | 58 |
| FirstRand Bank | Banking and Financial Services | Sizwe E | Nxasana | Male | South Africa | 64 |
| FirstRand Bank | Banking and Financial Services | Johan Petrus | Burger | Male | South Africa | 79 |
| Foschini | Retail | AD | Murray | Male | South Africa | 65 |
| Foschini | Retail | AD | Murray | Male | South Africa | 65 |
| Group Five | Construction | Mike R | Upton | Male | South Africa | 63 |
| Group Five | Construction | Eric CJ | Vemer | Male | South Africa | 53 |
| Group Five | Construction | Eric CJ | Vemer | Male | South Africa | 53 |
| Group Five | Construction | ST (Themba) | Mosai | Male | South Africa | 0 |
| Group Five | Construction | Eric CJ | Vemer | Male | South Africa | 53 |
| Group Five | Construction | ST (Themba) | Mosai | Male | South Africa | 0 |
| Illovo | Food and Beverage | Gavin B | Dalgleish | Male | South Africa | 51 |
| Imperial Holdings | Transport | Mark J | Lamberti | Male | South Africa | 71 |
| Imperial Holdings | Transport | Osman S | Arbee | Male | South Africa | 62 |
| Imperial Holdings | Transport | Marius | Swanepoel | Male | South Africa | 70 |
| Imperial Holdings | Transport | Mohammed | Akoojee | Male | South Africa | 41 |
| Carrier and a C. C. Carlotte and | Turning | Manuel I | 1 | N A - I - | Carrille Africa | 74 |

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| imperiai Holaings | ransport | Mark J | Lamperti | waie | South Africa | / I |
|-------------------------|-----------------------------------|-------------------------|------------|--------|---------------|----------|
| Liberty Holdings | Banking and Financial Services | Thabo | Dloti | Male | South Africa | 53 |
| Liberty Holdings | Banking and Financial Services | David | Munro | Male | British | 67 |
| Massmart | Retail | Guy | Hayward | Male | South Africa | 56 |
| Massmart | Retail | Guy | Hayward | Male | South Africa | 56 |
| Massmart | Retail | Mitchell | Slape | Male | United States | -1 -0 |
| Mr Price | Retail | Stuart | Bird | Male | South Africa | 59 |
| Mr Price | Retail | Stuart | Bird | Male | South Africa | 59 |
| MTN Group | Technology and Telecommunications | | Dabengwa | | South Africa | 65 |
| MTN Group | Technology and Telecommunications | | Nhleko | Male | South Africa | 63 |
| MTN Group | Technology and Telecommunications | | Nhleko | Male | South Africa | 63 |
| MTN Group | Technology and Telecommunications | | Shuter | Male | South Africa | 0 |
| Nampak | Paper and Packaging | Andre | de Ruyter | Male | South Africa | 54 |
| Nampak | Paper and Packaging | Andre | de Ruyter | Male | South Africa | 54 |
| Nampak | Paper and Packaging | Andre | de Ruyter | Male | South Africa | 54 |
| Nedbank | Banking and Financial Services | Michael WT | Brown | Male | South Africa | 56 |
| Pick n Pay Stores Ltd | Retail | Richard | Brasher | Male | British | 64 |
| Pick n Pay Stores Ltd | Retail | Richard | Brasher | Male | British | 64 |
| RCL Foods | Food and Beverage | Miles | Dally | Male | South Africa | 64 |
| RCL Foods | Food and Beverage | Miles | Dally | Male | South Africa | 64 |
| SABMiller | Food and Beverage | Alan | Clark | Male | South Africa | 1015 |
| SABMiller | Food and Beverage | Alan | Clark | Male | South Africa | 1015 |
| Sanlam | Banking and Financial Services | Johan | van Zyl | Male | South Africa | 66 |
| Sanlam | Banking and Financial Services | lan | Kirk | Male | 0 | 0 |
| Sanlam | Banking and Financial Services | lan | Kirk | Male | 0 | 0 |
| Sappi | Paper and Packaging | Stephen (Steve) R | Binnie | Male | South Africa | 55 |
| Sappi | Paper and Packaging | Stephen (Steve) R | Binnie | Male | South Africa | 55 |
| Sappi | Paper and Packaging | Stephen (Steve) R | Binnie | Male | South Africa | 55 |
| Sappi | Paper and Packaging | Stephen (Steve) R | Binnie | Male | South Africa | 55 |
| Sasol | Industrial | David E | Constable | Male | South Africa | 1021 |
| Sasol | Industrial | Bongani | Nqwababa | Male | South Africa | 56 |
| Sasol | Industrial | SR | Cornell | Male | 0 | 0 |
| Shoprite | Retail | James Wellwood (Whitey) | Basson | Male | South Africa | 73 |
| Shoprite | Retail | James Wellwood (Whitey) | Basson | Male | South Africa | 73 |
| Spar | Retail | Graham O | O'Connor | Male | South Africa | 64 |
| Spar | Retail | Graham O | O'Connor | Male | South Africa | 64 |
| Standard Bank Group | Banking and Financial Services | Zweli | Manyathi | Male | South Africa | 0 |
| Standard Bank Group | Banking and Financial Services | Kenny | Fihla | Male | South Africa | -1 |
| Standard Bank Group | Banking and Financial Services | Margaret | Nienaber | Female | South Africa | 0 |
| Standard Bank Group | Banking and Financial Services | Sim | Tshabalala | Male | South Africa | 55 |
| Standard Bank Group | Banking and Financial Services | BJ (Ben) | Kruger | Male | South Africa | 63 |
| Standard Bank Group | Banking and Financial Services | Sim | Tshabalala | Male | South Africa | 55 |
| Standard Bank Group | Banking and Financial Services | Zweli | Manyathi | Male | South Africa | 0 |
| Standard Bank Group | Banking and Financial Services | Kenny | Fihla | Male | South Africa | -1 |
| Standard Bank Group | Banking and Financial Services | Margaret | Nienaber | Female | South Africa | 0 |
| Standard Bank Group | Banking and Financial Services | Sim | Tshabalala | Male | South Africa | 55 |
| Steinhoff International | Diversified Holdings | Markus J | Jooste | Male | South Africa | 55 |
| Steinhoff International | Diversified Holdings | Markus J | Jooste | Male | South Africa | 55 |
| Sun International | Hospitality | Greame E | Stephens | Male | South Africa | 59 |
| | | | | | | |

| Sun international | ноѕрітанту | Antnony (IVI) | Leeming | ıvıaıe | South Africa | 52 |
|-------------------|-------------------|----------------------|---------|--------|--------------|----|
| Sun International | Hospitality | Anthony (M) | Leeming | Male | South Africa | 52 |
| Tongaat Hulett | Food and Beverage | Peter H | Staude | Male | South Africa | 67 |
| Truworths | Retail | Michael | Mark | Male | South Africa | 69 |
| Truworths | Retail | Michael | Mark | Male | South Africa | 69 |
| WBHO | Construction | Elia Louw (Louwtjie) | Nel | Male | South Africa | 0 |
| WBHO | Construction | Elia Louw (Louwtjie) | Nel | Male | South Africa | 0 |
| Woolworths | Retail | lan | Moir | Male | Australia | 63 |
| Woolworths | Retail | lan | Moir | Male | Australia | 63 |
| | | | | | | |

CEO Remuneration - USD:

| Financial | Year: No. of CEOs | : Total Salaries | : Total Annual I | Remuneration: Avg. of Salaries | : Avg. of Remuneration: |
|-----------|-------------------|------------------|------------------|--------------------------------|-------------------------|
| 2007 | 9 | 6,458,174 | 16,589,022 | 717,575 | 1,843,225 |
| 2008 | 31 | 15,513,882 | 35,165,489 | 500,448 | 1,134,371 |
| 2009 | 33 | 17,742,773 | 34,727,050 | 537,660 | 1,052,335 |
| 2010 | 35 | 23,989,681 | 52,202,882 | 685,419 | 1,491,511 |
| 2011 | 34 | 25,996,049 | 55,396,688 | 764,590 | 1,629,314 |
| 2012 | 38 | 28,214,204 | 61,517,892 | 742,479 | 1,618,892 |
| 2013 | 40 | 29,253,261 | 61,145,055 | 731,332 | 1,528,626 |
| 2014 | 45 | 28,411,000 | 60,444,457 | 631,356 | 1,343,210 |
| 2015 | 38 | 24,345,819 | 52,874,249 | 640,679 | 1,391,428 |
| 2016 | 40 | 26,419,634 | 61,281,995 | 660,491 | 1,532,050 |
| 2017 | 37 | 21,617,602 | 43,755,740 | 584,260 | 1,182,588 |
| 2018 | 38 | 21,830,793 | 42,763,481 | 574,495 | 1,125,355 |
| 2019 | 39 | 23,013,614 | 43,527,127 | 590,093 | 1,116,080 |

Executive Director Remuneration - USD:

| Financial | Year: No. of ED: | s: Total Salaries | : Total Annual | Remuneration: Avg. of Salaries: | Avg. of Remuneration: |
|-----------|------------------|-------------------|----------------|---------------------------------|-----------------------|
| 0 | 1 | 0 | 0 | 0 | 0 |
| 2007 | 29 | 11,702,120 | 29,304,221 | 403,521 | 1,010,490 |
| 2008 | 111 | 38,279,230 | 82,284,728 | 344,858 | 741,304 |
| 2009 | 122 | 41,078,011 | 81,022,996 | 336,705 | 664,123 |
| 2010 | 128 | 54,432,712 | 116,758,463 | 425,256 | 912,175 |
| 2011 | 124 | 57,310,763 | 129,500,162 | 462,184 | 1,044,356 |
| 2012 | 139 | 62,670,020 | 139,680,451 | 450,863 | 1,004,895 |
| 2013 | 138 | 64,225,045 | 137,216,277 | 465,399 | 994,321 |
| 2014 | 138 | 59,217,596 | 124,797,904 | 429,113 | 904,333 |
| 2015 | 134 | 53,966,968 | 118,018,903 | 405,767 | 887,360 |
| 2016 | 134 | 48,617,870 | 110,339,426 | 362,820 | 823,429 |
| 2017 | 114 | 43,528,552 | 85,786,419 | 381,829 | 752,512 |
| 2018 | 119 | 96,798,323 | 196,237,243 | 813,431 | 1,649,052 |
| 2019 | 107 | 42,389,682 | 86,401,633 | 396,165 | 807,492 |

Non-Executive Director Remuneration - USD:

Financial Year: No. of NEDs: Total Salaries: Average Fees:

|) | 4 | 38,614,688 | 19,307,344 |
|------|-----|-------------|------------|
| 2007 | 81 | 6,503,744 | 80,293 |
| 2008 | 296 | 17,472,465 | 59,229 |
| 2009 | 292 | 18,264,805 | 62,551 |
| 2010 | 314 | 24,764,679 | 79,120 |
| 2011 | 324 | 28,319,735 | 87,407 |
| 2012 | 352 | 30,833,452 | 87,595 |
| 2013 | 352 | 28,809,608 | 81,845 |
| 2014 | 363 | 28,066,354 | 77,318 |
| 2015 | 356 | 30,111,298 | 84,582 |
| 2016 | 371 | 30,545,377 | 82,333 |
| 2017 | 331 | 25,651,592 | 77,497 |
| 2018 | 330 | 25,333,661 | 77,002 |
| 2019 | 303 | 164,856,052 | 544,079 |